

To: SteveC@aol.com  
From: brewster@wais.com (Brewster Kahle)  
Subject: Fourth Quarter Results

Steve,

During our meeting, you asked about WAIS financial status. Given that I had been removed from operational and financial control of WAIS, I was not expecting the questions and therefore was not prepared to answer. I am working on more detailed messages now, but I wanted to say a few informal things:

Much of our business is services; we are dependant on planned hiring. Due to the acquisition we could not meet our hiring plan. We were extended a loan that was appropriate for a March 17th closing, as was committed in writing, no further cash was forwarded even though the closing did not happen until 2 months later. I communicated the need for cash.

4th quarter account activity was disrupted based on lack of production services capacity and mixed messages from AOL on company mission.

After we did close, a hiring freeze stopped our active hiring activities that were meant to get us back up and running.

Also just after the close, the founder and president (me) was removed from operational and financial control. Since that time the "mission" of the company seems to change monthly.

Frankly, I am surprised WAIS earned as much in 4th quarter as it did. The first quarter numbers will look bad because of lack of internal management and external management confusion with Medior, Websoft, Navisoft, and Webcrawler.

Now, I hear from Bill Dunn that WAIS might get sued for misrepresentation and yesterday my ex-CFO's exit documents were changed to make him available for such a suit. This is already extremely distracting.

We are starting to lose good people and good customers. I talk to people on a daily basis trying to keep them from quitting. This can all be for naught if we continue in this way.

This is not what either of us had in mind.

Please call or write for any reason, I will spend more time in Vienna to help get this back on track.

I suggest that AOL put WAIS back on a sane course and let us do our jobs. I can be helpful in this only if I am given some control.

-brewster

To: SteveC@aol.com, MConnors@aol.com  
From: brewster@wais.com (Brewster Kahle)  
Subject: WAIS Technical Assets  
Cc: LenL@aol.com

This note has an informal survey of WAIS Technology. I hope this, even in its current form, gives an idea of what the options are. I am preparing a more detailed Long Term Internet Strategy for Mike Connors over the next couple of weeks.

I would take the "go for it" option and use WAIS as a seed organization to grow it. We have a team that can grow fast and well. In any case, if "go for it" is an open option, AOL may not want to dismantle WAIS because it will take a year or so to get back to where we were.

#### WAISserver Assessment Meetings-- Notes

8/7/95 Brewster Kahle, Nick Scharf, Edy Henderson, Harry Morris, Will Tuthill

#### -- "INVENTORY of WAIS Technology"

Plus	Minus
Quality customers	No research agenda
Large IP market focus	Competition growing
Aggregation via Z39.50	Web approach Vs Z39.50
Ensemble Agent Technology	Understaffed
Legacy data handling via Waisgate	1 release behind
Responsiveness to AOL Productions	No DBMS
Government edge	Unscaled developers
Partnerships- Fulcrum,EB,Fujitsu,Intel	Not "shrink wrapped"
Stable, proven technology	
In-house expertise	
Historically profitable & growing	

#### ALTERNATIVES

Go for it -----	Support only -----	Integrate w/Navisoft -----
Package large IP publishing systems	Mgr,4 tech, sys admin	Architect needed
Advance technology	Phone support	Z39.50?
3D	Bug fixes	Ensemble?
...Agent	Qualifying bugs	WAISserver as blade?
...Sound	Releases (small effort)	Transition to Navisoft
"GNN as Platform"	Document	
	Contact Wais customers	

Mime-Version: 1.0  
Date: Mon, 28 Aug 1995 16:55:22 -0800  
To: Ehud Shapiro <udi@ubique.co.il>  
From: brewster@wais.com (Brewster Kahle)  
Subject: RE: Technology Strategy for Internet  
Cc: avner@tovlan.ubique.co.il, deanna

Welcome to the US!

I am in Vienna VA for the week, so maybe we could get together for lunch or dinner or so.

I would very much like to understand what you have done. I have an old brochure, but I don't have anything more comprehensive-- any way I can get the official and un-official scoop on your products.

Also, I am interested in your view in what we, as AOL, should do for our long term strategy. I realize this is broad, but I think our charter is to make the broad understandable and then doable.

-brewster

At 4:20 PM 8/25/95, Ehud Shapiro wrote:

>Brewster,

>

>I got Mike's message, and of course would like to contribute. I am  
>moving with my family to the U.S. next week, and can be reached  
>starting Monday at the Woodfin Suites, phone: 301-590-9880, fax:  
>301-590-9614. If I am not responding promptly to e-mail, please send a  
>copy by fax, as I may not access e-mail regularly, initially.

>

>I am looking forward to meeting you in person and to working  
>with you.

>

>Regards,

>-- Udi

>

>p.s. I am CCing this message to Avner Shafrir, Ubique's VP of R&D.

Mime-Version: 1.0  
Date: Sun, 27 Aug 1995 21:07:13 -0700  
To: steve@nytimes.com (steve luciani)  
From: bruce@wais.com (Bruce Gilliat)  
Subject: Re: Next Thursday  
Cc: pgreer@wais.com

Steve:

I am in Chicago on Tuesday - but I will be returning to the SF area on Tuesday night. So, Wednesday AM is not good as I have an all-day on Monday and then am in Chicago on Tuesday. Thursday is better for me, but if we need to make it Wednesday I'll make it happen.

If it ends up being Wednesday let's start after 10 am if possible.

Please let me know - I'll watch for your e-mail.

>Is Wednesday good for you as well? I'm trying to juggle 3 people's  
>schedules and may have to move everything a day earlier. I'll let you know  
>late tomorrow which day I can come out.

>  
>steve

>  
>Bruce,

>  
>Are you going to be in SF next Thursday? I'm coming out for a meeting  
>Friday and would like to fly out a day early to hammer out the contract  
>with you and get a full demo of everything Pat's working on. If it's  
>convenient, let me know what time we could meet. Figure an hour for you and  
>me, and 2-3 hours for Ben and Pat and Fen... I can join them in progress.

>  
>What do you think?

>  
>Regards,

>  
>steve

>  
>  
>  
>

>-----  
>Stephen Luciani  
>Senior Vice President,  
>Systems and Operations  
>-----  
>steve@nytimes.com  
>

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E-mail: bruce@wais.com

Date: Thu, 24 Aug 95 12:57:35 PDT

Mime-Version: 1.0

To: brewster@wais.com, bp@wais.com, bruce@wais.com, toomey@wais.com,  
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will@wais.com

From: mollie@wais.com (Mollie Fucilla)

Subject: Another Insurance Twist

WAIS employees: You now have a choice of insurance plans. You may choose between Great West or Employers Health. I'm holding any Employers Health forms submitted in case you want to move plans.

As always, there is pressure to return our forms as soon as possible. I'd like to collect all forms by 4 p.m. tomorrow.

Thanks and hope this hasn't caused too much confusion.

\* \* \* \*

The employee payroll deductions for Great West are as follows:

PPO

Employee Only \$26/mo

Employee plus one \$168/mo

Family \$294/mo

POS

Employee Only \$no cost

Employee plus one \$114/mo

Family: \$216/mo

The employee payroll deductions for Employers Health are as follows:

PPO

Employee 37.69/mo

Employee + Child 201.82/mo

Employee + Spouse 256.70/mo

Family 427.98/mo

POS

Employee 32.98/mo

Employee + Child 175.93/mo

Employee + Spouse 224.22/mo

Family 373.85/mo

\* \* \* \*

Date: Thu, 24 Aug 95 17:46:11 PDT  
From: brewster (Brewster Kahle)  
To: wais-staff  
Cc: brewster  
Subject: My visit to the AOL HQ

WAISites,

I met with Steve Case, Ted Leonsis, Len Leader, Mike Connors, and Bill Dunn in the last couple of days.

It was a bad-news/good-news/great-news set of meetings.

Bad news: I got beat up for WAIS's financial performance and it became clear that there is little visibility in the management and business model changes that have been made here at their level.

Good news: I am glad they care, however. Since I am the one they are asking about this, I will respond and try to get closure at that level on changes.

Great news: I have been charged to "coordinate a long-term technology strategy for the Internet" as a direct report to Mike Connors. I will be drawing on our technical expertise here and elsewhere in AOL to do this. (I really need the help!) I am not sure when the new position will take effect, but this is the direction. (see below)

I am psyched that things are going in a possitive direction for both production services and product.

-brewster

Subj: Technology Strategy for Internet  
Date: 95-08-24 09:25:37 EDT  
From: MConnors  
To: Appelman,DHKirk,DaveButler  
To: wjh@navisoft.com,udi@ubique.co.il  
CC: brewster@wais.com,DGang  
CC: lisag@gnn.com,LynC2,Audrey  
CC: BSchuler1,Leonsis,Steve C  
CC: NaviSoft,Zgi,RayIIN,Korn,MSeriff

I have invited Brewster Kahle to coordinate a long-term technology strategy for the Internet. Each of you (as well as your counterparts in the Brand, GNN and Corporate Development) have views, projects and products underway which have important implications for AOL's long-term Internet involvement. Brewster will be contacting you over the next several weeks to get your views and input.

Mike